



Adobe Corporate Social Responsibility Report 2021

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Artwork by MUE Studio

A message from our CEO



As Adobe approaches its 40th anniversary, we have the opportunity to reflect on our impact and our purpose. Over the past four decades, our innovations have touched billions of lives across the globe. I'm incredibly proud of the impact our technologies have had on every aspect of society: from desktop publishing and imaging to electronic documents, video and gaming to digital marketing and commerce. It is humbling to think that the digital world runs on Adobe's tools and platforms.

Adobe's mission—to Change the World Through Digital Experiences—is more relevant than ever as we look ahead to the next decade.

At Adobe, we believe that it is not just *what* you do, but *how* you do it that matters. We have always been committed to building a company that does the right thing by focusing on people, purpose and community. This core set of values has guided our evolution and growth over the past four decades and inspires our over 25,000 employees around the world to focus on having more impact and inventing the future. Core to our purpose are three areas where we are uniquely positioned and motivated to make a difference: Adobe for All; Creativity for All; and Technology to Transform.

Adobe for All: We believe that everyone deserves equal treatment and opportunity and that the best way to drive change is to start within Adobe, by building a diverse and inclusive culture that represents and celebrates different perspectives. Greater representation leads to a virtuous cycle of more role models, advancement, growth and meaningful innovations for our customers and communities. We continue to be a leader in pay parity, and we are committed to growing our talent pipeline and increasing global diversity across the company and in leadership positions.

As part of our ongoing efforts to prepare students from diverse backgrounds with strong technology and creativity skills, Adobe established partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic-serving Institutions (HSIs). Each university received a US\$1 million donation from Adobe as part of our newly launched Anchor School Program to prepare students for jobs in the technology and creative industries.

In the last year we have focused on supporting the protection and advancement of equal access to opportunities for marginalized and underrepresented groups. As a first step in this effort, Adobe, with financial support from the Adobe Foundation, launched a 3-year Equity and Advancement Initiative with 11 leading global Non-Governmental Organizations (NGOs), including OutRightAction International, Human Rights Watch and Equal Justice Initiative, that will seek to address systemic barriers to opportunity and advance social equity. Through this model, the Adobe Foundation and the company are making long-term, strategic commitments and investing a minimum of US\$20M over three years to provide meaningful partnership opportunities, learning experiences for employees and new ways of leveraging Adobe's unique strengths in support of issues key to Adobe and our communities.

Creativity for All: We believe everyone is creative and has the right to share their story, which will create a richer world for all of us. We are committed to leading the way in empowering creators of all ages and backgrounds to access the tools, skills and platforms they need to express themselves, reach their full potential and share their unique and diverse perspectives with the world.

As part of our longstanding commitment to creating greater opportunities for all, we have much to be proud of over the last year: our work with Sundance Ignite empowering talented young filmmakers from around the world with mentorship and support to pursue the next step in their careers; our Diverse Voices platform showcasing stories of diverse creators from a spectrum of disciplines; our Khan Academy partnership providing millions of students throughout the world with high-quality educational resources and fluency in creative skills; our Creative Residency program that has supported hundreds of creators from 45 countries through resources, mentorship and grants to bring their creative projects to life; and the many schools and organizations globally that we enable with our products. We are using our platform to give everyone the opportunity to tell their stories.

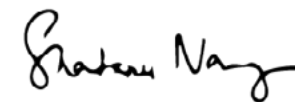
Technology to Transform: As one of the world's most innovative software companies with products that touch billions of people, we must take the impact of our technology as seriously as the development of the technology itself. As we continue to bring transformational technologies to market, we are committed to advancing the responsible use of technology for the good of society. Our innovations are making a significant impact through areas such as Content Authenticity, AI Ethics, Privacy & Security and Digital Literacy.

We are leading the Content Authenticity Initiative (CAI) with numerous partners in hardware, software, publishing and social media, establishing the standard for transparency and attribution across the entire content ecosystem and helping to bring more trust to media. We believe AI has the power to amplify human intelligence, creativity and ingenuity to create exceptional digital experiences, and we're committed to advancing AI Ethics in a responsible and inclusive way. In 2021, Adobe helped develop BSA's Framework to Build Trust in AI alongside other industry leaders. Adobe's Privacy by Design approach proactively incorporates certified security and privacy controls that meet or exceed regulations into our product development.

Sustainability: We are committed to achieving a zero-carbon operational footprint, developing digital products that enable our customers and communities to drive positive environmental impact and working with our peers, partners and employees to foster a culture of sustainability. We have demonstrated leadership in energy efficiency and renewable energy practices through the adoption of leading Science-Based Targets and a 100% renewable energy target by 2035 to add more renewable energy to our grid. More than 80% of our office space around the world is LEED or green building certified, and we look forward to the grand opening of our fully electric office tower at our San Jose headquarters later this year.

As we look to our 40-year anniversary, I am proud of the continued industry recognition we receive as a great and equitable place to work. We are steadfast in our commitment to our people, our customers and our purpose to harness the best of Adobe toward making a significant, positive impact across the globe for years to come.

Sincerely,



Shantanu Narayen

Chairman & CEO, Adobe Inc.

GOVERNANCE AND FINANCIAL



us\$15.79 billion

FY21 revenue



Year-over-year revenue growth:

23%

Significant FY21 acquisitions:

**Frame.io
Workfront**

*Underrepresented communities as defined in California AB 979. Data as of FYE '21.

COMMUNITY



67.7K+

organizations served



69%

employee engagement

EMPLOYEES



33.8%

global representation of women in the workforce

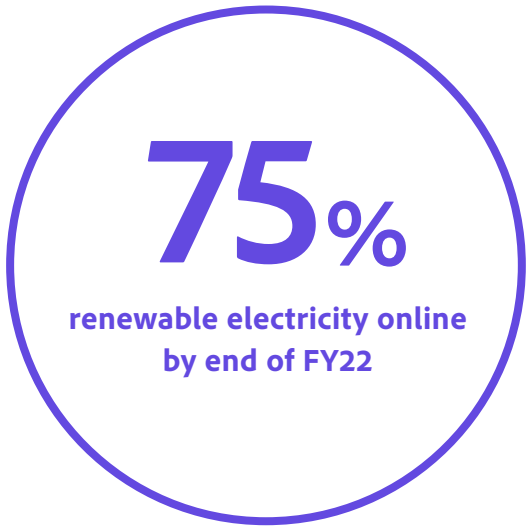


8

employee networks including the launch of the Indigenous & First Nations at Adobe network

*Underrepresented minorities (URM) are defined as US employees who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races.

SUSTAINABILITY



#37

on *Barron's* Most Sustainable Companies list



Enhanced our Science-Based Targets to

1.5°C

10

proactive climate action policy advocacy stances

We believe that everyone deserves equal treatment and opportunity, and that when people feel appreciated and included, they can be more creative, innovative and successful. We call this vision Adobe For All, and we're working to achieve it through a variety of programs and initiatives.



Inclusive recruitment

In 2021, we established partnerships with Historically Black Colleges and Universities (HBCUs) as well as Hispanic-serving Institutions (HSIs) through our Anchor School Program. Each university received a US\$1 million donation from Adobe to help prepare students for jobs in the technology and creative industries. We also continued our Hiring at Adobe program to strengthen our hiring processes, and our Diversity Talent Acquisition team stayed focused on recruiting candidates from underrepresented groups.

Employee experience

In 2021, we continued to support our eight employee networks that build community for employees from underrepresented groups, including the new Indigenous & First Nations at Adobe ERG. We launched a global employee allyship program, and we continued to invest in the Taking Action Initiative to accelerate the representation and success of Adobe's Black and underrepresented employees. We continued our weeklong global D&I event bringing thousands of employees together to focus on ways to strengthen inclusion and empathy every day.

Pay parity

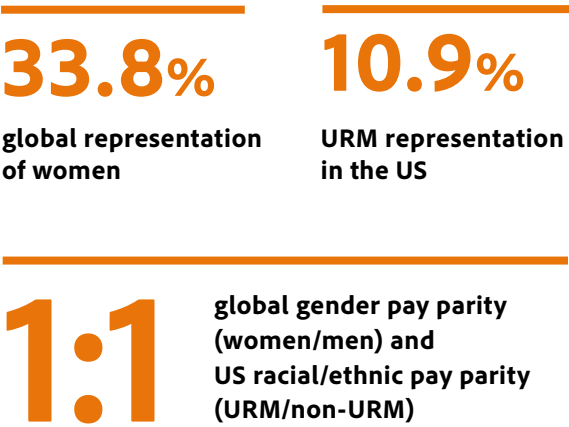
We're committed to fair compensation, and we invest in analysis and transparency to ensure that we're on track. We define pay parity as ensuring that employees in the same job and location are paid fairly regardless of their gender or ethnicity. In 2021, we again achieved global gender pay parity and pay parity between URM* and non-URM employees in the US.

*Underrepresented minorities (URM) are defined as US employees who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races.

Looking ahead

We've set goals to increase representation of women in leadership positions to 30% globally by 2025, to double US URM in leadership positions by 2025, and to double Black representation as a percentage of US employees by 2025. Our diverse representation has been moving in a positive direction year over year, but we still have work to do.

Diversity metrics



Additional information and diversity metrics are available at www.adobe.com/diversity.html

See additional details in Adobe's FY2021 D&I Year in Review.

Spotlight: Equity and Advancement Initiative

In the last year, we've focused on protecting and advancing equal access to opportunities for historically marginalized and underrepresented groups.

We've also begun evolving the way we fund and engage with nonprofit organizations that align with these goals, because we're committed to creating a greater impact while supporting the learning and development of both the nonprofits' leaders and our own employees. This is an opportunity to integrate grantmaking with corporate programs and employee involvement for larger impact.

As a first step, with financial support from the Adobe Foundation, we launched a 3-year [Equity and Advancement Initiative](#) with 11 leading Non-Governmental Organizations (NGOs). The initiative seeks to address systemic barriers to opportunity and advance social equity.

Through this model, the Adobe Foundation and the company are making long-term, strategic commitments and donating a minimum of US\$20 million USD over 3 years to provide meaningful partnership opportunities, learning experiences for employees, and new ways of leveraging our unique strengths in support of issues key to Adobe and our communities.

We're excited by the opportunity to think differently about grantmaking, discover new approaches to partnering, and elevate diverse new voices in the fight for equality.



Artwork by Kirsten Ulve



Spotlight: Diverse Voices

At Adobe, we believe that everyone deserves the opportunity to share their creativity. We want to break down barriers that stand in the way, especially for emerging and underrepresented creators like Black, Latinx, Asian and Pacific Islander, LGBTQ+, and female-identifying artists and storytellers.

Our Diverse Voices initiative highlights the stories of underrepresented creators, providing a single destination for inspiration, education, and connection. As part of this effort, we've used Adobe channels to elevate creators through the following programs:



Women Create

Creativity from women inspires creativity in women. Our Women Create Wednesday series tells the stories of inspiring women across industries, cultures, and geographies, and it garnered 10 million views in 2021. We also collaborated with *Marie Claire* to launch their first ever Creators issue—a special-edition magazine that highlights female-identifying creatives including designers, directors, influencers, and entrepreneurs.

Sundance Ignite

Adobe was a founding supporter of the Sundance Ignite Program in 2015 and has been an integral partner since. Each year, the Sundance Ignite x Adobe Fellowship invites 10 emerging filmmakers between the ages of 18–25 to participate in this year-long program, which includes an unrestricted grant, bespoke mentorship and support, and a trip to the Sundance Film Festival.

Building on the success of the Sundance Ignite program, the Women at Sundance | Adobe Fellowship was created in 2020 to support women artists who are creating bold new work in diverse disciplines. In 2021, we continued our commitment to emerging filmmakers through the Sundance Ignite and Women at Sundance | Adobe Fellowships. Our sponsorship of Sundance Ignite made the 2022 Sundance Film Festival accessible to young film fans. Ignite Day Presented by Adobe had a great turnout for the panel [Pathway to the First Feature](#) and the screening of the 2021 Sundance Ignite x Adobe winning films.



Create Change

This conversational digital series brings together diverse creators from a spectrum of disciplines to share how they're using creativity to find inspiration and make an impact in the world. Thirty-six creators have participated across three seasons—including Lena Waithe, Hunter Schafer, Michaela Jae, America Ferrera, Wanda Sykes, and Cleo Wade—and special editions have celebrated Pride and Hispanic Heritage Month. The series garnered 33 million views as of July 2021.



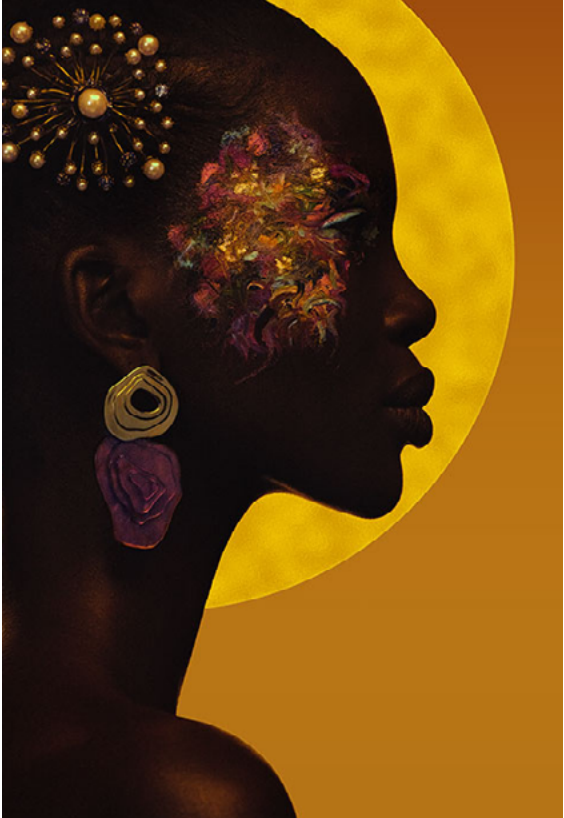
Spotlight: Diverse Voices



Creators in ComplexLand

Adobe joined Complex Networks' inaugural ComplexLand virtual festival in December 2020 to highlight five emerging Black creators, putting their work on full display throughout the five-day digital experience. [Bria Nicole](#), [Philip Kaiten](#), [Juan Veloz](#), [Justine Mangum of Winnie Weston](#), and [Dana Scruggs](#) all showcased their work within the Adobe Creativity Space, garnering over 1 million views, 138,000 visits, and 230,000 engagements.

Artwork by Bria Nicole, Juan Veloz, and Justine Mangum



When I See Black

For the next generation of Black creators, seeing themselves and the full spectrum of Black creativity is crucial. We're proud to share *When I See Black*, an homage to the spectrum of the Black experience that's told through the eyes and voices of Black creators and set to Gregory Porter's track, *Revival*. The piece features artwork from [Esther Luntadila](#), [Crystal Kayiza](#), [Temi Coker](#), [Barry Yusufu](#), [Devin Wesley](#), [Aurélia Durand](#), [Shani Crowe](#), [Yannis Guibinga](#), [Asia Hall](#), [Lawrence Agyei](#), [Ismail Zaidy](#), and [Joshua Kissi](#), and it's been shown across Hulu with 59 million impressions as of December 2020.

Artwork by JD Barnes

Where I'm From

Where I'm From explores the rich and varied stories that arise from answering the question: "Where are you from?" In this film, Asian and Pacific Islander (API) artists flip the script on this all-too-common question. The piece included eight API artists—[Nishat Akhtar](#), [Meiko Arquillos](#), [Shyama Golden](#), [Rebecca Hsu](#), [Shxpir Huang](#), [Hanna Lee Joshi](#), [Don Muna](#), and [Jiaqi Wang](#)—who embrace their roots, lay claim to their myriad identities, and show how their creativity is inspired by their one-of-a-kind experiences. The film has garnered over 1 million views and was featured on Hypebeast, where it has had 19.5 million impressions.

Artwork by Hanna Lee Joshi



I Made a Film

Film has the power to shape culture, politics, and social norms, but that can't happen without a diverse set of voices. *I Made a Film*, a short film with over 400,000 views as of November 2021 and 29 million impressions on *Vanity Fair*, put the spotlight on three Sundance Ignite Fellows—[Mariales Diaz](#), [Sean Wang](#), and [Zenzele Ojore](#). Part of a new wave of independent filmmakers who infuse their work with the vibrant textures of their communities and heritages, these artists represent the next generation of storytellers, and Adobe is proud to be part of their journey.

Artwork by Natasha Cunningham





The National Geographic Society and Adobe are collaborating to offer a series of free online courses that support digital literacy and teach creative storytelling to the next generation.

As students and educators have become accustomed to online education, our on-demand Photography, Video, Audio, and Graphics courses have continued to grow in popularity. We're proud of the recent announcement that the Storytelling for Impact courses created in partnership with the National Geographic Society will win Gold at the 2022 Anthem Awards in the Product, Innovation, or Service (Not-for-Profit) category.

Photo by Ryan Hill

28,000+
registrations
in the first six months
after the program launch



Adobe is proud to be Khan Academy's official creativity partner. As part of a multi-year agreement, we're working together to provide students with high-quality educational resources and fluency in creative skills.

Our Teach Creativity with Adobe and Khan Academy course supports teachers' professional development, giving them access to over 20 hours of training and offering a certificate for completion.

2.8 million+
students
supported around the world
through this effort



Spotlight: Adobe Changemakers

Adobe celebrates customers, creatives, and partners who use our solutions to create positive social and environmental impact to build a better world.

 Watch the video



American Red Cross

In 2021, Adobe recognized [American Red Cross](#) with an Adobe Experience Maker Changemaker award for revolutionizing customer experience to drive social impact. American Red Cross uses Adobe Experience Cloud to make it easier for people to sign up to donate blood and save lives. The nonprofit also uses the platform to provide real-time performance metrics when volunteers are working in disaster areas, helping them respond more effectively. We're humbled that our work with American Red Cross helps increase the organization's ability to serve communities across the country.

Stock Photography by Marko Kokic/American Red Cross

100cameras

[100cameras](#) works with youth around the world who've had challenging experiences and teaches them how to process and tell their stories through photography. Adobe partnered with 100cameras in 2021 to create virtual and in-person photography workshops that will benefit youth and classrooms in more than 65 countries. We also jointly launched an exclusive [Adobe Stock Premium image collection](#) that aims to amplify these diverse young voices, with 100% of proceeds going back to 100cameras to fund participant community needs.

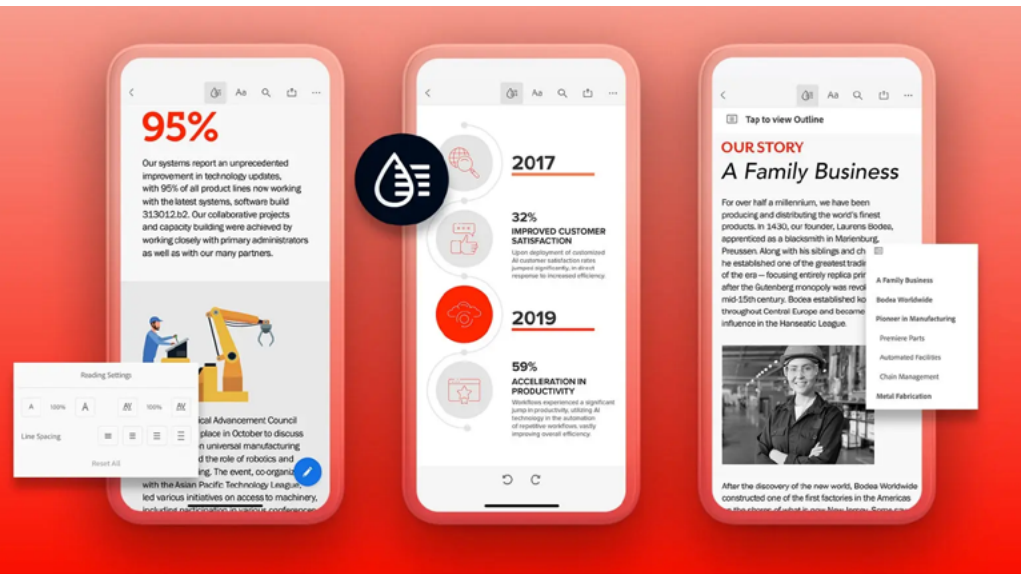
Photo by Elle Wildhagen for 100cameras, 2019

TSB Bank

By improving self-service forms for customers with Adobe Sign, [TSB Bank](#) has reduced paper consumption by 7,000 pages per day and eliminated as many as 15,000 face-to-face visits to branches over 2 months. These wins have contributed to TSB's Scope 3 savings, helping the company reduce the environmental impact of its value chain through actions such as reducing carbon emissions from transport.



Spotlight: Adobe Changemakers



Readability

Reading is foundational to acquiring knowledge and sharing ideas, but most people can't read with proficiency. In fact, a majority of adults in the US ages 16 to 74 lack proficiency in literacy, reading below a 6th-grade level, and the first year of the pandemic brought the number of children who struggle with reading up to 500 million worldwide. Adobe's Readability Initiative is helping address this worldwide problem through targeted research, product development, and partnerships with University of Central Florida, Readability Matters, World Education, and more. Liquid Mode in the Adobe Acrobat Reader app was the first step in delivering better readability for all—and there are more innovations on the horizon.



Enlisted Design

Recognized by Fast Company as one of the top design firms in the world, Enlisted Design works with Adobe's 3D modeling and immersive applications and across Illustrator and Photoshop to understand how consumers interact with products and how they can bring joy to that experience through sustainable practices—like using compostable materials, plant-based inks, bio-plastics, FSC certifications, and more. Through its work, Enlisted Design seeks to broaden the standard definition of sustainability, inspiring the partners it works with to seek sustainable business solutions to pressing global issues such as coal burning.

Government partnerships in all 50 states

In 2021, Adobe proudly achieved partnership with Federal Government as well as individual agencies at the state, county, and city levels in all 50 states to empower digital modernization. Through a combination of Adobe Experience, Document, and Creative Cloud solutions, our various partnerships have enabled government agencies to streamline COVID-19 testing, distribute vaccine information to constituents, power the first-ever online decennial Census, efficiently pivot to remote workstreams, shift to paperless processes to conserve natural resources, and more.



As we continue to bring transformational technologies to market, we're committed to advancing the responsible use of technology for the good of society. Our innovations are making a significant impact in areas such as content authenticity, AI ethics, data privacy and security, and human rights.



Content Authenticity Initiative

We're leading the [Content Authenticity Initiative](#) (CAI) with numerous partners in hardware, software, publishing, and social media to establish the standard for transparency and attribution across the entire content ecosystem and bring more trust to media. In 2021 CAI grew to over 650 members, up from 3 founding members in 2019 (Adobe, The New York Times Company, and Twitter)—a testament to the urgency we all feel to build provenance standards now, and to do it in the open with the broadest possible set of contributors.

In October 2021, we [launched a publicly available beta version of Content Credentials within Photoshop](#), allowing users to view and attach provenance to their work. In addition, all images downloaded from Adobe Stock (around 300,000 images per day) now come with Content Credentials attached. Behance now also supports Content Credentials in its single image view, where creators can display attribution and history of their work and explore the digital provenance of other projects. We also launched several case studies and proof-of-concept implementations to demonstrate the value of the CAI technology.

Artwork by Pawel Nolbert

AI ethics

We believe that artificial intelligence (AI) has the power to amplify human intelligence, creativity, and ingenuity to create exceptional digital experiences, and we're committed to advancing AI in an ethical, responsible, and inclusive way that makes it better for both our customers and society at large. We're guided by the [principles](#) of accountability, responsibility, and transparency to mitigate potentially harmful bias in our solutions. In 2021, we continued to scale our AI ethics review process for our AI-powered features, and we helped advance important industry-wide initiatives by joining the Partnership on AI and developing [BSA's Framework to Build Trust in AI](#) alongside other technology leaders.

Data privacy and online safety

To earn the trust of consumers and creators, we invest in initiatives that enhance transparency and we embed data protection within our products and services. In 2021, we led industry-wide initiatives to tackle the distribution of child sexual abuse material through a partnership with the [Technology Coalition](#), and we published an enhanced version of our online safety resource to include first-of-its-kind child safety metrics. We also published our inaugural California Consumer Privacy Act transparency metrics on individual rights requests, furthering our commitments to consumer trust and corporate social responsibility.

Human Rights Impact Assessment

As a leading technology company with worldwide operations and a global footprint, we've always been committed to respecting the human rights of our employees, business partners, suppliers, customers, and communities. In 2021, we kicked off an internal Human Rights Impact Assessment in partnership with [Article One](#), a specialized human rights consultancy, to help anticipate changing industry needs and risks as well as to ensure that we have comprehensive and up-to-date policies and practices throughout our operations.

Spotlight: Sustainability

Climate action has never been more important. We're committed to achieving a zero-carbon operational footprint; developing products that drive positive environmental impact; and working with our peers, partners, and employees to foster a culture of sustainability.

1

Operations

We're leaders in energy efficiency and renewable energy, and it remains our goal to power 100% of our operations with renewable energy by 2035.

- **We've set Science-Based Targets** to reduce our Scope 1 and 2 operations emissions by 35% and reduce business travel emissions by 30% from our 2018 baseline. At the end of FY21, we achieved 41% and 97% (COVID-19 related), respectively.
- **More than 80% of our office space around the world is LEED or green building certified**, and we look forward to the grand opening of our fully electric office tower at our San Jose headquarters later this year.
- For our work in 2021, Adobe placed **#37 on the Barron's Most Sustainable Companies 2022 ranking**, up from #65 last year.

2

Product

Our digital tools and workflows are helping customers reimagine design, business workflows, and marketing in ways that conserve natural resources.

- **Adobe Creative Cloud** enables creative teams to reduce carbon footprints with tools that enable digital collaboration and virtual design.
- **Adobe Document Cloud** reduces the waste and inefficiency associated with paper-based document processes.
- **Adobe Experience Cloud** helps businesses create experiences that engage customers digitally, reducing the need for paper communications and business travel.

Guiding Principles

- We enable** our customers to be more sustainable through their use of our products.
- We design** and build the most sustainable, innovative, and healthy workspaces for our employees.
- We reduce** operational costs and increase productivity through our sustainability initiatives.
- We foster** a culture of involvement in sustainability through employee engagement.
- We protect** and enhance our reputation through responsible business practices.



Artwork by Frank Moth

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Policy advocacy and thought leadership

We work with our customers, industry peers, and partners like the Renewable Energy Buyers Alliance, BSR's Future of Internet Power, the US Green Building Council, and the World Resources Institute to leverage the collective power of our brands to drive change.

In 2021, we signed our support for multiple pieces of legislation and climate efforts, including the Renewable Energy Buyers Alliance Federal Policy Statement on grid decarbonization and a letter in advance of the UN Climate Change Conference urging leaders of G20 governments to strengthen their climate commitments.

At Adobe, our commitment is to conduct business responsibly within our operations, with our customers and partners, or as it impacts our communities around the globe. The following disclosures help demonstrate our commitment to responsible business.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR			
GRI 102-1	Name of organization	Adobe Inc.		
GRI 102-3	Location of organization's headquarters	San Jose, CA		
		Digital Media Offerings : Adobe Creative Cloud (Adobe Aero, Adobe After Effects, Adobe Dimension, Adobe Dreamweaver, Adobe Fonts, Adobe Fresco, Adobe Illustrator, Adobe InDesign, Adobe Spark, Adobe Stock, Adobe Photoshop, Adobe Photoshop Lightroom, Adobe Premiere Pro, Adobe Premiere Rush, Adobe XD, Behance, Substance by Adobe); Adobe Acrobat and Adobe Document Cloud (Adobe Acrobat DC, Adobe Sign, Adobe Scan); and more.		
GRI 102-2	Primary brands, products, and services	Digital Experience Cloud Products and Services : Data and Insights (Adobe Experience Platform, Adobe Analytics, Adobe Audience Manager, Customer Journey Analytics, Real-time Customer Data Platform, Intelligent Services); Content and Commerce (Adobe Experience Manager, Adobe Target, Adobe Commerce); Customer Journey Management (Adobe Campaign, Marketo Engage, Journey Orchestration).		
		Other Products and Services : We also offer a broad range of other enterprise and digital media products and services. Information about other products not referenced here can be found on our corporate website, Adobe.com		
	Restated Certificate of Incorporation	Restated Certificate of Incorporation		
GRI 102-50	Report Boundaries	The information in this report covers all of Adobe's global operations and subsidiaries during the 2021 fiscal year (November 28, 2020 to December 3, 2021) except where otherwise stated.		
REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019*	2020*	2021
GRI 102-7	Total revenue	\$11.171B	\$12.868B	\$15.79B
	% of total revenue			
	Americas	58%	58%	57%
	EMEA	27%	26%	27%
	APAC	15%	16%	16%
	Net income	\$2.951B	\$5.260B	\$4.82B
	% effective tax rate	8%	-26%	15%
	Significant Acquisitions	Allegorithmic SAS Frame.io , Workfront		

* Find Adobe Corporate Social Responsibility reports from [past years](#).

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
	Taxation			
GRI 102-15	Evaluation of risks of taxation on future company value creation			Tax Risk Assessment
GRI 207-1	Approach to tax—tax policy			Adobe Tax Policy
	Transparent and ethical business practices: governance			
	Total final shareholder resolutions	1	0	<u>0</u>
GRI 102-22	# of executive and non-executive members of the board of directors	11	11	<u>12*</u>
GRI 102-22	% independent board members	91%	91%	<u>91%*</u>
GRI 102-23	Separate CEO and chair roles	No	No	<u>No</u>
	% female board members	27%	36%	<u>33%*</u>
GRI 102-43	Shareholder engagement procedures			2022 Proxy Statement
	Independent audit committee			2022 Proxy Statement
	Independent compensation committee			2022 Proxy Statement
GRI 102-24	Independent nominating and governance committee			2022 Proxy Statement
GRI 102-35	Board remuneration disclosure			2022 Proxy Statement
GRI 102-35	External reporting of compensation of senior executives			2022 Proxy Statement
GRI 102-36	CEO compensation linked to total shareholder return (TSR) or similar			2022 Proxy Statement
GRI 102-37	Shareholders have right to vote on the remuneration of executives			2022 Proxy Statement
	% average overall attendance of board meetings			2022 Proxy Statement
	Audit, audit-related and non-audit-related fees paid			2022 Proxy Statement
GRI 102-36	Executive stock ownership guidelines promotes long-term performance perspective			2022 Proxy Statement
	Clawback policy			2022 Proxy Statement
GRI 102-16	Statement on company's main risk factors			Form 10-K for FY21
	Adobe Materiality Assessment			2020 Adobe Materiality Assessment

* Figures are as of March 4, 2022.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2021
	Transparent and ethical business practices: anti-corruption and antitrust compliance	
GRI 205-2	Antitrust policy	Adobe Code of Business Conduct
GRI 205-2	Measures taken to ensure antitrust compliance	Adobe Integrity
GRI 205-2	Whistleblower programs	Adobe Code of Business Conduct
GRI 205-2	3rd party anti-corruption risk assessment procedures	Adobe Global Anti-Corruption Policy & Procedures
GRI 205-2	Policy to address corruption in high-risk areas	Adobe Global Anti-Corruption Policy & Procedures
SASB TC-SI-520a.1	Amount of legal and regulatory fines and settlements associated with anti-competitive practices	In FY21, we had zero legal or regulatory fines and settlements associated with anti-competitive practices that required disclosure in our public SEC filings.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Data privacy and security				
GRI 102-16, SASB TC-SI-220a.1	Adobe Trust Center—operational health, security, privacy, and compliance of Adobe's cloud services			Adobe Trust Center
GRI 102-16, SASB TC-SI-220a.1	Privacy policy			Privacy Policy
SASB TC-SI-220a.2	How Adobe handles customer information			Privacy Policy
SASB TC-SI-220a.3	Amount of legal and regulatory fines and settlements associated with customer privacy	In FY19, we had zero monetary losses as a result of legal proceedings associated with user privacy that required disclosure in our public SEC filings.	In FY20, we had zero monetary losses as a result of legal proceedings associated with user privacy that required disclosure in our public SEC filings.	In FY21, we had zero monetary losses as a result of legal proceedings associated with user privacy that required disclosure in our public SEC filings.
SASB TC-SI-220a.4	Law enforcement requests			Law Enforcement Requests
SASB TC-SI-220a.5	Government-required monitoring			Government Requests Transparency Report
SASB TC-SI-230a.1	Number of data security breaches		In FY20, we had zero data security breaches that required disclosure in our public SEC filings.	In FY21, we had zero data security breaches that required disclosure in our public SEC filings.
SASB TC-SI-230a.2	Adobe data security			Adobe's Approach to Managing Data Security Risk
SASB TC-SI-550a.1	Status of Adobe products and performance			Status.adobe.com
SASB TC-SI-550a.2	Business continuity risks related to disruption of operations			Please see Item 1A (Risk Factors) in Adobe's Annual report: Form 10-K for risks related to disruptions of operations.
Public policy transparency				
GRI 102-16	Political involvement policy			Adobe Public Policy and Government Relations Policy
	Total financial contributions to political parties, politicians, and PACs	\$0	\$0	\$0
GRI 415-1	Lobbying and political expenses	\$1.34M	\$1.27M	\$2.13M (Senate and House)
GRI 102-13	Association Members			Public policy associations

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
	Responsible supply chain			
	% suppliers required to comply with RBA	100%	100%	100%
	RBA validation audits of turnkey suppliers	None required	None required	None Required
GRI 412-3	% significant suppliers that have undergone human rights screenings	100%	100%	100%
GRI 407-1	# Incidents related to freedom of association	0	0	0
GRI 408-1	# Incidents related to child labor	0	0	0
GRI 409-1	# Incidents related to forced labor	0	0	0
GRI 102-16	Supply chain implementation standards, scope of supplier standards, and monitoring practices			Adobe Supply Chain
GRI 102-16	Scope of social supplier standards			Global Human Rights Policy
	Supply chain monitoring practices			Slavery and Human Trafficking Statement
	Global Human Rights Policy			Global Human Rights Policy
GRI 103-2	Tool to report human rights violations			Adobe Integrity
GRI 412-3	Human rights criteria in selection of suppliers			Adobe Procurement
	Supplier Diversity program			Supplier Diversity Program
	Responsible use of products and services			
	Ethics and integrity			Adobe Integrity
	Content authenticity			Content Authenticity Initiative Content Authenticity—Adobe Blog
	Privacy			Adobe Privacy Center
	Identifying image manipulation			Adobe Sensei
	Adobe Changemakers			Customers using our products to address social and environmental issues

How we treat and engage with our employees is a crucial element of our corporate social responsibility efforts. We work to ensure an employee base that is diverse and inclusive of the community, and that each individual is treated equally with opportunities to learn, grow, and advance in their careers.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Employees				
GRI 102-7	Global employees	22,634	22,516	25,988
SASB TC-SI-330a.1	% employees in US	52%	52%	52%*
SASB TC-SI-330a.1	% employees outside US	48%	48%	48%*
Employee diversity and inclusion [†]				
	Diversity and inclusion overview			Adobe For All
GRI 205-1	Anti-discrimination policy			Adobe Code of Business Conduct
GRI 405-1	Diversity of governance bodies and employees			Governance bodies: 2021 Proxy Statement
GRI 405-2	Ratio of basic salary and remuneration of women to men			Adobe Diversity & Inclusion—Parity
GRI 102-8, SASB TC-SI-330a.3	% female employees	33.1%	33.4% [‡]	33.8%
GRI 102-8, SASB TC-SI-330a.3	% male employees	66.6%	66.3%	65.5%
GRI 102-8, SASB TC-SI-330a.3	% female people managers	29.1%	28.9%	30.7%
GRI 102-8, SASB TC-SI-330a.3	% male people managers	70.7%	71.0%	69.1%
GRI 102-8, SASB TC-SI-330a.3	% female leaders (director+)	24.9%	26.1%	25.4%
GRI 102-8, SASB TC-SI-330a.3	% male leaders (director+)	75%	73.9%	74.5%
GRI 102-8, SASB TC-SI-330a.3	% females in tech roles	25.4%	25.8%	26.2%
GRI 102-8, SASB TC-SI-330a.3	% males in tech roles	74.3%	73.9%	73.3%

* Figures are as of December 3, 2021.

† Data reflects Adobe employees who have voluntarily disclosed their gender and US race and ethnicity data. <1% of our global employee base hadn't disclosed gender data and <5% of our US employee base hadn't disclosed race and ethnicity data. Starting in FY2021, an updated methodology was applied to calculate diversity metrics. Our metrics now represent the total global workforce, inclusive of those who choose not to self-identify their gender and/or race and ethnicity data. In prior years, Adobe reported representation as a percentage of the workforce who self-identified their gender and/or race and ethnicity data. With this shift, we're using a larger data set in our calculation.

‡Reporting data to one decimal point began with FY2020 reporting.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Ethnicity—US only*				
GRI 102-8, SASB TC-SI-330a.3	% White	59%	58.1%	55.4%
GRI 102-8, SASB TC-SI-330a.3	% Asian	31%†	31.2%	29.2%
GRI 102-8, SASB TC-SI-330a.3	% Hispanic	5%	5.3%	5.2%
GRI 102-8, SASB TC-SI-330a.3	% Black	2%	2.5%	2.8%
GRI 102-8, SASB TC-SI-330a.3	% Pacific Islander	<1%	<1%	0.3%
GRI 102-8, SASB TC-SI-330a.3	% Native American / Alaska Native	<1%	<1%	0.3%
GRI 102-8, SASB TC-SI-330a.3	% Two or More Races	2%	2.5%	2.5%
Community engagement				
See Community				
Sustainable workplaces and practices				
See Enabling inclusive opportunity				

* At the end of FY2020, we began reporting our data to one decimal point. Starting in FY2021, an updated methodology was applied to calculate diversity metrics. Our metrics now represent the total global workforce, inclusive of those who choose not to self-identify their gender and/or race and ethnicity data. In prior years, Adobe reported representation as a percentage of the workforce who self-identified their gender and/or race and ethnicity data. With this shift, we're using a larger data set in our calculation.

† Prior to FY2019, the Asian Ethnicity category also included Pacific Islander.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
	Human capital management			
	Top employer recognition lists			Adobe Awards
SASB TC-SI-330a.2	Satisfaction level of employees	87%	93%	91%
	Net employment creation as a % of total employees	13%	-0.30%	15.3%
	% open positions filled by internal candidates	29%	30%	29%
GRI 401-2	Benefits programs			Health and Wellness, Life Insurance, Vacation and Sick, Sabbatical, Family-Friendly Benefits
GRI 401-2	Education reimbursement program			Adobe Benefits
GRI 403-2	# of employee fatalities resulting from operational accidents per 100,000	0	0	0
GRI 403-2	# contractor fatalities resulting from operational accidents per 100,000	0	0	0
GRI 403-9; GRI 403-10	# injuries and illnesses per 200,000 hours worked	0	0	0.03
GRI 403-3	Occupational health services			Ergonomics Program: Employees can email ergonomics@adobe.com or submit an ergonomic request through our internal network.
GRI 403-6	Promotion of worker health			Adobe Benefits
GRI 403-7	Prevention and mitigation of occupational health and safety			Adobe Global Security Operations Center (GSOC): For health and safety concerns employees can email safety@adobe.com or contact the Global Security Operations Center 24/7 at +1 (408) 536-4444 (ext. 6-4444); +1 (800) 866-8006; +1 (408) 536-4443 (international/collect) or email security@adobe.com .
GRI 201-3	Defined benefit plan obligations and other retirement plans			Adobe Benefits
GRI 404-3	Percentage of employees receiving regular performance and career development reviews			Adobe Check-in

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2021
GRI 416	# of incidents of non-compliance (health and safety of products, incidents resulting in a fine or penalty, incidents resulting in a warning)	Adobe does not consider this applicable to our business as we do not have physical products, or products that could endanger the physical health and safety of customers. Please see our Responsible Business: Responsible Use of Products and Services section for more information.
GRI 102-17	Adobe Help Line (confidential means of reporting internal and external concerns, escalation, whistleblowing mechanisms, and hotline)	Adobe Help Line: Employees can call 6-HELP and email ERC@adobe.com , and anyone can email the Compliance office at integrity@adobe.com or call 1-800-300-1026
Community engagement		
See Community		
Sustainable workplaces and practices		
See Sustainability		

Creativity for All, Diversity & Inclusion, and Tech for Good all emerged as key themes in Adobe's 2020 materiality assessment. The following disclosures demonstrate our progress in these critical areas for communities around the world. The following metrics demonstrate some of the ways Adobe is contributing to the United Nations Sustainable Development Goals of: 4. Quality Education; 5. Gender Equality; 8. Decent Work and Economic Growth; 10. Reduced Inequalities.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
	Community engagement			
	Company philanthropic guidelines			Corporate Responsibility
	Employee engagement activities			Adobe Life
GRI 413-1	Operations with local community engagement, impact assessments, and development programs			Adobe Nonprofit Resource Guide
GRI 201-1	Total community investment (cash and in-kind)*	\$49.1M	\$86.9M	\$95.5M
	Value of talent contributions through pro bono projects (US\$)	\$1,278,000	\$1,968,000	\$1,414,350
	Employee participation percentage	70%	70%	69%
	Organizations served	60,844	71,409	67,715
	Number of hours volunteered	134,594	116,391	127,865
	Company match of employee financial contributions and volunteer hours (US\$)	\$10,059,599	\$15,682,913	\$15,525,005
	Product donation (FMV)	\$24.8M	\$54.6M	\$46.6M
	Innovating products for society			
	Accessibility			Adobe Accessibility
	Inclusive design			Inclusive Design—Adobe Blog
	Innovation through partnerships			Adobe Changemakers
	Environmentally sustainable products and services			See Sustainability
	STEAM, education, and future workforce			
	See Enabling inclusive opportunity			
	Responsible use of products and services			
	See Responsible business			

* All data for Community engagement is calendar year due to the nature of our CSR programs.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2021
	Employee diversity and inclusion	
	See Employees	
	Enabling inclusive opportunity	
GRI 203-2	Digital inclusion initiatives	Adobe Education Initiatives Diverse Voices
	Scholarships, grants, and career development opportunities	Adobe Creativity Scholarships Adobe Digital Academy
	Diversity and inclusion	Adobe Diversity and Inclusion
	Opportunity and pay parity	Employee Parity
	Digital literacy	Adobe Digital Literacy
	Access for disabled persons	Adobe Accessibility
	Accessibility standard used by Adobe	WCAG 2.0 AA
	Inclusive design	Inclusive Design—Adobe Blog
	Data privacy and security	
	See Responsible business	

We recognize the importance of Adobe’s impact on the environment and climate through our own operations and supply chain, as well as our ability to make a positive impact through our products and services. The following metrics demonstrate some of the ways Adobe is contributing to the United Nations Sustainable Development Goals of: 12. Responsible Consumption and Production and 13. Climate Action.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Climate change and GHG emissions				
GRI 305-1	CDP Score	A	A	A-
	Scope 1 GHG Emissions [tonnes CO2e]*	11,817	9,598	4,923
	Scope 1 GHG Emissions from combustion of natural gas and diesel [tonnes CO2e]	10,855	7,534	3,480
	Scope 1 GHG Emissions from natural gas used in fuel cells [tonnes CO2e]	4,611	3,308	0
GRI 305-6	Scope 1 GHG Emissions from Ozone-Depleting Substances [tonnes CO2e]	486	1,191	300
	Scope 1 GHG Emissions from mobile sources [tonnes CO2e]	478	873	1,143
GRI 102-56	Verification status of reported Scope 1 emissions	Third party verified	Third party verified	Third party verified
GRI 305-2	Scope 2 GHG Emissions, location-based [tonnes CO2e]	56,128	50,653	58,907
	Scope 2 GHG Emissions, market-based [tonnes CO2e]	43,893	33,535	30,460
	Scope 2 GHG Emissions, location-based, from managed collocated data centers	10,870	13,165	22,798
	Scope 2 GHG Emissions, market-based, from managed collocated data centers	4,040	3,804	4,109
GRI 102-56	Verification status of reported Scope 2 emissions	Third party verified	Third party verified	Third party verified
GRI 305-3	Scope 3 GHG Emissions [tonnes CO2e]†	505,069	393,465	424,343
	Category 1 GHG Emissions, Purchased Goods & Services [tonnes CO2e]	330,129	325,392	396,221
	Category 2 GHG Emissions, Capital Goods [tonnes CO2e]	29,025	28,812	18,340
	Category 3 GHG Emissions, FERA [tonnes CO2e]	14,180	12,692	7,323
	Category 4 GHG Emissions, Upstream Transportation & Distribution [tonnes CO2e]	739	682	6
	Category 6 GHG Emissions, Business Travel [tonnes CO2e]	88,959	11,978	1,187
	Category 7 GHG Emissions, Employee Commuting [tonnes CO2e]	42,037	13,908	1,267
	Verification status of reported Scope 3 emissions	Third party verified	Third party verified	Third party verified

* Scope 1 and 2 GHG Emissions: FY2020 metrics have been updated to reflect corrections in portfolio size and consumption.
† Scope 3 GHG Emissions: FY2019-2020 metrics have been updated to reflect our revised EEIO methodology using EPA factors.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Climate change and GHG emissions				
GRI 305-5	Emissions reductions from Energy Efficiency Projects [tonnes CO2e]	143	195	416
GRI 305-4	Normalized Carbon Intensity [tonnes CO2e (Scope 1+2 market-based)/FTE]*	2.46	1.92	1.37
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	0	0	0
Renewables and energy efficiency				
GRI 302-1	Total Energy Consumption [MWh]	221,486	208,187	237,468
SASB TC-SI-130a.1	Total Energy Consumption [GJ]	797,351	749,473	854,886
SASB TC-SI-130a.1	% of total energy consumption that is grid electricity	71.90%	78%	92%
SASB TC-SI-130a.1	% of total energy consumption that is renewable energy	25.20%	37.5%	55.5%
	% of total energy consumption that is renewable electricity	34.90%	47.9%	60.3%
	Global Grid Electricity purchased and consumed [MWh]	159,277	162,417	218,530
	% electricity purchased and consumed from managed colocated data centers	21%	28%	43%
	Global fuel purchased and consumed (natural gas and diesel/gas oil) [MWh}	62,210	45,770	23,472
	Fuel cell electricity produced [MWh] †	11,230	8,060	0
	% Fuel Cell Electricity Produced On-Site	7.00%	5%	0%
GRI 302-3	Energy intensity [MWh/FTE]	9.8	9.2	9.2
G4-EN6	Renewable energy goal established	100% renewable energy by 2035	100% renewable energy by 2035	100% renewable energy by 2035

* FY2019–2020 metrics have been updated to reflect our revised methodology using market-based data.

† Adobe elected to discontinue the use of fuel cell electricity at our San Jose and one of our San Francisco offices in September 2020 as part of our decarbonization strategy.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Sustainable workplaces and practices				
	Total Space Worldwide (Sq. Ft.)	4,685,530	4,622,486	4,648,814
	% LEED/ Green-Certified Buildings [owned and leased]	75%	77%	81%
	% Employees in LEED/ Green-Certified Workspaces	61%	68%	66%
	% of Total Owned and Managed	54%	54%	53%
	% of Total Leased	46%	46%	47%
	% of Total in U.S.	62%	62%	63%
	% of Total in India	21%	21%	21%
	% of Total in Rest of World	17%	15%	16%
	Adobe Workspace Total Energy Use (Does Not Include Managed COLO Energy) [MWh]	134,367	100,995	78,661
GRI 302-3	Energy Use Intensity of Adobe Workspaces (kWh/Square Foot)	28.68	21.85	16.92
Environmentally sustainable products and services				
	Sustainability policy			Adobe Sustainability Policy
	Product innovation			Adobe Sustainability - Product Innovation
	Product innovation			Sustainability - Adobe Blog

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Data centers				
	Scope 2 location-based GHG emissions from Adobe owned data center in Hillsboro, OR [metric tonnes CO2e]	15,368	17,015	17,601
	Scope 2 market-based GHG emissions from Adobe owned data center in Hillsboro, OR [metric tonnes CO2e]	19,127	17,059	16,838
	Electricity purchased and consumed from Adobe owned data center in Hillsboro, OR [MWh]	51,695	58,305	64,266
	Scope 2 location-based GHG emissions from collocated data centers [metric tonnes CO2e]	10870	13,763	22,798
	Scope 2 market-based GHG emissions from managed collocated data centers [metric tonnes CO2e]	4040	3,903	4,109
	Electricity purchased and consumed from co-located data centers [MWh]	32,831	45,100	93,488
SASB TC-SI-130a.3	Description of integration of environmental considerations to strategic planning for data center needs	Data Center Management	Data Center Management	Data Center Management
Environmentally sustainable supply chain				
	Supply chain standards			Adobe Supply Chain Implementation Standards (See "C")
	Sustainability policy			Adobe Sustainability Policy
	Data centers and environmental considerations			Environmental considerations – Adobe collocated data centers
Water use and management				
GRI 303-1, SASB TC-SI-130a.2	Total Water Consumption - Global Owned and/or Managed Facilities [Cubic Meters]	262,045	260,154	209,786
SASB TC-SI-130a.2	% of water recycled	15.40%	4.20%	3.10%
SASB TC-SI-130a.2	% of water in regions with High or Extremely High Baseline Water Stress*	42% (High Risk: 33%, Extremely High Risk 9%*)	17%; High Risk is 13%, Extremely High risk is 4%	15%; High Risk is 13%, Extremely High Risk is 2%

* Adobe uses the WRI Aqueduct Water Risk Atlas Tool to conduct our risk assessment.

REFERENCE INDICES	KEY PERFORMANCE INDICATOR	2019	2020	2021
Waste management				
GRI 306-1	Waste generation and significant waste-related impacts	As Adobe produces digital products that make no waste, waste reported here is our operational waste from Adobe-owned buildings and buildings where we hold a long-term lease.		
GRI 306-2	Waste diverted from Global owned and/or managed facilities [short tons]			
GRI 306-2	Waste Diversion Rate (% of total)*	92%	89%	91%
GRI 306-3	Total waste generated	1,850	803	1,189
	Total waste recycled (metric tons)	872	214	566
	Total waste landfilled	165	92	106
	Total waste diverted (metric tons)	1,684	1,711	1,082
	Total waste composted (metric tons)	812	453	517
Environmental fines, penalties, and settlements				
GRI 307-1	Environmental fines, penalties, and settlements	\$0	\$0	\$0

* Due to an oversight in our methodology last year, our FY2020 Waste Diversion Rate has been restated.



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